NOMINATION

HEARING

BEFORE THE

COMMITTEE ON LABOR AND HUMAN RESOURCES UNITED STATES SENATE

NINETY-SEVENTH CONGRESS

FIRST SESSION

ON

LILLA BURT CUMMINGS TOWER, OF TEXAS, TO BE DIRECTOR, INSTITUTE OF MUSEUM SERVICES

DECEMBER 9, 1981

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NOMINATION

WEDNESDAY, DECEMBER 9, 1981

U.S. SENATE,
COMMITTEE ON LABOR AND HUMAN RESOURCES,
Washington, D.C.

The committee met, pursuant to notice, at 12:07 p.m., in room 4232, Dirksen Senate Office Building, Senator Robert T. Stafford (acting chairman of the committee) presiding pro tempore.

Present: Senators Stafford and Pell.

OPENING STATEMENT OF SENATOR STAFFORD

Senator STAFFORD. The Committee on Labor and Human Resources will please come to order.

I am pleased on behalf of Senator Hatch—and it is indeed a great personal pleasure for me—to be chairing this meeting of the Labor and Human Resources Committee to consider the nomination of Mrs. Lilla Burt Cummings Tower to be Director of the Institute of Museum Services.

The Institute of Museum Services, established by the Education Amendments of 1976, has been an important part of our Federal effort to promote our cultural resources. From modest beginnings, the Institute has provided much-needed general operating support for the great repositories of our cultural and scientific heritage.

Although support of our museums is principally a matter of private sector concern, the Federal Government, through the grant programs of IMS, assists greatly in making museums of all types—artistic, historical, scientific—more widely accessible.

As chairman of the Education, Arts and Humanities Subcommittee, I recognize the critical role museums play in our Nation's educational fabric. The Congress, too, has continued to recognize the importance of IMS in the budget and appropriations process this year, and I believe it will continue to do so.

We have before us a highly distinguished nominee. Mrs. Tower has been a respected and successful attorney and businesswoman, one with a strong sense of civic pride and involvement. I know that her involvement in a range of cultural endeavors will serve her well as Director of the Institute of Museum Services. We look forward to her testimony and to her close association with this committee.

I am very happy in this venture for the Labor and Human Resources Committee to chair with my friend and colleague, Senator Claiborne Pell.

Senator PELL. Thank you very much, Mr. Chairman.

I join you in enthusiastically welcoming Mrs. Tower to this job. I have had the advantage of several good conversations with her. I believe she will bring to this job not only knowledge of human beings and the ability to workout problems, but also a tremendous enthusiasm for the job. With these qualities, I think she will do a very fine job, indeed. I am delighted that she has been nominated to this position.

I would add that she is going to face very tough problems in the future: Where will the Institute go? Will it become a separate institute reporting directly to the President? Will it stay where it is? Will it go to the Smithsonian Institution, which I wanted to do some years ago, but the Smithsonian did not want it to, so that settled that. There are many, many difficult tasks that will face her.

I will say in this opening statement that I think she will overcome these problems. I would hope that as years go on her work and that of the National Museum Act, which is under the Smithsonian, would be better coordinated and more closely related to each other.

I join in welcoming Mrs. Tower here.

Senator STAFFORD. Thank you very much, Senator Pell.

At this point in the record, if there is no objection, we will place a statement of Senator Orrin Hatch, the chairman of the full committee, and a statement of Senator Gordon Humphrey.

[The statements referred to follow:]

PREPARED STATEMENT OF HON. ORRIN G. HATCH, A U.S. SENATOR FROM THE STATE OF UTAH

The CHAIRMAN. Along with the other members of the committee, I welcome Lilla Burt Cummings Tower, and I congratulate her on her nomination to the position of Director of the Institute of Museum Services.

In her distinguished career as an attorney and as a public servant, Mrs. Tower has had the occasion many times to expand her areas of expertise and to confront new challenges. She now brings to the Director's position the same attention to background and preparation and the same sensitivity to issues which have made her successful in mastering new fields in the past.

While the Institute of Museum Services commands a modest budget authorization for fiscal year 1982, it, nonetheless, plays an important role in coordinating the Federal effort to aid museums. Most importantly, in this assistance role, it also serves as a contact point where the achievements and wisdom, as well as the foibles of the past, instruct and inspire the present, and are preserved for the future.

Also, as with all grants-making bodies, the Institute through its selection process wields a stamp of approval, an imprimatur of legitimacy to innovations and trends in a field where excellence is sometimes hard to define and promise remains unfulfilled after the dollars are spent.

Though the task may not be easy, it is my hope and expectation that Mrs. Tower, when confirmed, together with the Institute's board, will exercise their leadership among the Nation's museums,

whether the first-rank national institutions or the uniquely beneficial smaller, local museums.

I likewise anticipate that she will judiciously solicit, develop and exercise difficult value judgments in making the Institute's grants. Some of our larger grants programs have in the past shunned such value judgments in favor of a more egalitarian or open-handed approach. The Institute, however, is possessed of a very limited supply of funds, and simple efficiency as well as the obligation of public trust placed on those who dispense our tax dollars demand that the awards be made not only with sensitivity, but with a clear commitment to excellence.

I feel sure Mrs. Tower will be equal to the challenge, and I again welcome her here this morning.

Prepared Statement of Hon. Gordon J. Humphrey, a U.S. Senator From the State of New Hampshire

Senator Humphrey. Mr. Chairman, I regret that other committee commitments preclude my attendance at today's hearing. I would however, like to commend the chairman for holding today's hearing for this distinguished nominee. Lilla Tower has displayed her dedication to her community and to the furtherance of the arts and humanities. I am sure her services to the Institute will be of the highest quality and I am pleased to support her nomination.

Senator Stafford. Having done that, for the committee, we are honored and pleased that not only is Senator Bentsen here to introduce Mrs. Tower, but her husband, our most able and distinguished colleague, Senator John Tower, who is uncharacteristically silent today, is also in the room. [Laughter.]

Senator Bentsen, we would be very happy to hear from you.

STATEMENT OF HON. LLOYD M. BENTSEN, A U.S. SENATOR FROM THE STATE OF TEXAS

Senator Bentsen. Thank you very much, Chairman Stafford and Senator Pell. I am very appreciative of the opportunity to appear before your distinguished committee and introduce a distinguished fellow Texan, Lilla Tower, who has been nominated by the President to be Director of the Institute of Museum Services.

As I am sure you are aware, Mr. Chairman, in Texas we are known for our bipartisan politics, and that of course extends to museum policy.

Senator Stafford. We have always learned to take your word for these things, Senator Bentsen.

Senator Bentsen. I do want to say particularly in this instance it is a special pleasure for me to be here on behalf of Mrs. Tower. She is a good friend of our family, and obviously is a nominee of distinction and achievement.

If she is approved by the Senate, as I anticipate she will be, Lilla Tower will bring impressive credentials to the Institute of Museum Services. She is a native of Philadelphia, a graduate in economics at George Washington University. She received her law degree with distinction from the George Washington Law Center in 1960. She holds a master's of laws degree from the Georgetown Law

Center. She has been actively engaged in the practice of law here in Washington since 1960.

Her willingness to forego the rewards of a successful law practice in order to accept this position in my opinion is evidence of her strong commitment to public service.

Mrs. Tower was one of the first women elected to the board of directors of the D.C. Bar Association, where she held committee assignments in the areas of zoning, real property, criminal law, environmental control, and chaired the association's Naturalization Committee. She was also the first woman ever appointed to the District of Columbia Board of Zoning Adjustment. She served on that independent agency from 1973 until 1977.

In addition to her professional activities, Mrs. Tower is well known for her long-time involvement with the numerous activities in support of the arts and the humanities. I know how much that would mean to Senator Pell.

She is known for her intelligence, her resourcefulness, her proven record of achievement. That has been evident to all of us who have been privileged to know and work with her.

I would suggest, Mr. Chairman, that Lilla Tower clearly meets and exceeds the high standards that this committee demands for nominees to important positions in public service. I recommend Mrs. Tower to you without hesitation and hope the committee will agree that she is exceptionally well-qualified to assume the position of Director of Museum Services.

Thank you very much, Mr. Chairman.

Senator STAFFORD. Thank you very much, Senator Bentsen. We appreciate that. Your words will carry a lot of weight with this committee.

Mr. Seybolt, we would be very happy to hear from you at this point.

STATEMENT OF GEORGE SEYBOLT, DIRECTOR, NATIONAL MUSEUM SERVICES BOARD

Mr. SEYBOLT. Thank you, Mr. Chairman, Senators Pell, Tower, Bentsen, and Mrs. Tower.

I very much appreciate your request to appear here today on this matter of greatest importance to the National Museum Service's Board and to the Institute of Museum Services. I appear here not by myself personally or alone but as chairman of the board, which I have been since its inception 4 years ago. I represent the board individually and collectively in what I say here today.

This matter is of great importance to us. The affairs of the National Museum Services Board and Institute of Museum Services are not two connected group functions but are linked inextricably. We are in one boat and it is impossible to have a leak at one end without at least wetting the feet of the entire crew of the boat.

The function of the board is to represent the public, the entire museum field, and to oversee coordination of NMSB/IMS relations with all of the U.S. Government, including this body.

Further, we are charged by an opinion of the Department counsel with the task of review and assessment of programs and staff,

something undertaken in the year just ended in connection with the grant selection process.

With the expressed intention of Congress to set up NMSB/IMS functions as a separate agency, we believe our operation will be improved by the removal of present ambiguities and it will enhance our effectiveness, and perhaps, to be too brief about it, the analogy of typical museum governance is in order—the board and the trustees; the director of the museum; the director of the institute; policy and program.

The board's work is done during 4 to 6 board meetings per year with ad hoc board committees where continuing attention to a problem or program is required for a short period.

The director and staff deal with all of the day-to-day operations, management, and staffing, and because this arrangement of function with the board and director must be founded on a unity of purpose, it is appropriate that I use the opportunity of this hearing to pledge on behalf of the board our intention is to supply the Director-designate with all our resources of heart, mind, and experience.

We hope, too, that this committee will recommend and that the Senate as a whole will concur in her prompt appointment to the position of Director.

Her dedication to her undertakings is of very high quality. Her intellectual qualities, her commitment to a high standard of performance, her practical judgment, her interpersonal skills, all of which are required, have impressed us exceedingly.

We believe Mrs. Lilla Tower as a person will also bring enthusiasm and knowledge to our staff and board activities, and what we have seen and heard gives us great heart.

We look forward to having her join us as Director just as soon as possible.

Thank you.

Senator STAFFORD. Thank you very much, Mr. Seybolt. Your words will carry considerable weight with this committee, we can assure you, and with the Senate.

Senator Bentsen, the committee would understand if you have other commitments. We hope you might stay, but that is up to you.

Now, we would be very pleased, Mrs. Tower, to hear from you.

STATEMENT OF LILLA BURT CUMMINGS TOWER, NOMINEE FOR DIRECTOR OF THE INSTITUTE OF MUSEUM SERVICES

Mrs. TOWER. Thank you so much, Mr. Chairman and Senator Pell.

It is a great honor for me to appear before you today to be considered for confirmation to the position of Director of the Institute of Museum Services.

The creation of the Institute of Museum Services was the result of a congressional initiative arising from the sensitivity of its legislative authors to the great diversity of benefits museums provide to American civilization. Their objective was the enhancement and continued vitality of this national asset.

It is Senator Pell of this committee who is to be highly praised and commended, for his great vision and dedication led to the creation of the Institute of Museum Services. His efforts toward the

achievement of that objective began with comprehensive hearings that illuminated museum potentials and needs.

Those potentials have been in some measure fulfilled, but there is so much more to be done, and the needs today are greater than ever before because the services museums can contribute and the benefits they can provide are increasingly in demand.

I think of museums as the most important cultural entities in our country. They are centers for exhibitions which enlighten us and illuminate our understanding of the arts, architecture, science, history and natural history, growing and living things, and the humanities. They are the focal points for new dimensions of knowledge. Museums are frequently centers for performances of music, for presentations of important films, for work in the theaters that many of them possess. Especially is this true in our smaller communities, where museums are often the significant center for the development and enjoyment of a diversity of cultural activities. And these are perceived increasingly to be of fundamental value to the quality of our lives—and, in our defective times, an enduring value.

Our great museums, Mr. Chairman, in large metropolitan centers are now the great museums of the world. They are no longer musty recepticles for ill-lighted or poorly-displayed collections. They have become vital forces for cultural enrichment, with a leadership and imagination second to none.

But it is the smaller museum, at the community level, which needs attention and important help. The Institute also addresses these needs; for if we are truly to enrich the human spirit through our cultural life—through a broadened knowledge, through a broadened awareness of beauty—we must make these attributes available to all.

In particular, Mr. Chairman, let me emphasize and stress what you already have touched upon—that these museums serve a vital educational purpose. The legislation establishing the Institute clearly recognizes this purpose. Our science museums, our museums of history and of natural history, our museums founded chiefly to excite the imagination and to stimulate intellectual curiosity, the quest for discovery among young people—all are included within the Institute's legislative mandate.

I believe strongly in that educational emphasis and in that purpose, so strongly, in fact, that I have, in my own life, in earlier years, lived austerely to save and provide the resources necessary to take my son to visit the great museums and repositories of knowledge within my reach in the world—from the planetarium in London to the zoos of New York, Washington, the British Isles and Switzerland; to the nature centers and scientific museums in Washington, New England, and Europe; aquariums from Boston to Monte Carlo; from the historic palaces of England and the continent—France, Austria, Italy, Germany, Denmark, Sweden, and Russia—to the great national trust houses of America—to Williamsburg, Independence Hall, Christ Church, Old North, Paul Revere's house, Betsy Ross' house; from the great maritime museum at Greenwich, England, to the Vasa in Stockholm, the Viking boats of Norway, and the Constellation in Baltimore; to battlefield museums, to Stonehenge, to museums of arms and armor,

to coach museums in Europe and transportation museums in America, to natural history museums, museums of technology, folk museums, clock museums, and schatzkammerers; and because my son loved music and studied the violin and the piano, to the Mozartium in Salzburg and to Vienna to see and touch Beethoven's piano; from the great art galleries of America to the Vatican, the Sistine Chapel, to my farthest reach—the Hermitage of Leningrad and the museums of Moscow and the Kremlin.

All, from the greatest to the smallest, have fired our minds, have nourished and quickened us, and have been a passion that has driven us and lived in us and held us in thrall all our lives.

I am not a museum professional, but I have an intimate knowledge of museums and all they encompass, and I am privileged to have been asscciated with and enjoyed, celebrated the close friendship of artists, performing artists, architects, historians, scientists, composers, gallery owners, antiquarians, art historians, curators, and librarians.

I am honored by the President's nomination. I am grateful to the committee for hearing me and for your consideration.

I believe in a basic partnership between Government and the private community. I believe so deeply in the mission of this Institute.

Should you choose to confirm me, I would place a priority on increasing private support and private giving to museums. I would work closely with the two National Endowments and with the Smithsonian Institution to avoid all inappropriate duplication of effort. I would feel strengthened by a wise and expert Museum Services Board and by its chairman.

I would cooperate closely with interested Members of Congress, and I would do my very best to carry out and discharge my responsibilities along high lines of excellence and with recognition of their importance and urgency, and all of this with my own deep feeling of dedication.

I thank the committee very much.

[The biographical sketch of Mrs. Tower follows:]

STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

PART I: ALL THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

Name: TOWER (LAST) LILLA (FIRST) BURT CUMMINGS (OTHER)

Position to which nominated: DIRECTOR, INSTITUTE OF MUSEUM SERVICES Date of nomination: OCTOBER 9, 1981

Date of birth: 6 (DAY) OCTOBER (MONTH) 1928 (YEAR) Place of birth: PHILADELPHIA, PA.

Marital status: MARRIED Full name of spouse: JOHN GOODWIN TOWER

Name and ages of children: GEORGE C. J. BIGAR (24)

Education:

Institution	Dates attended	Degrees received	Dates of degrees
GEORGE WASHINGTON UNIV.	1945 - 1949	A.A.	1948
		A.B.	1949
GEORGE WASHINGTON UNIV.	1950		
GEORGE WASHINGTON LAW CENTER	1954 - 1960	J.D. (with Honors)	1960
GEORGETOWN LAW CENTER	1962 - 1965	LL.M.	1965

Honors and awards: List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

PROFESSIONAL: One of first women elected to Board of Directors, Bar Assn. of the District of Columbia - 1972; First woman appointed to District of Columbia Board of Zoning Adjustment - 1973.

LAW SCHOOL: Juris Doctor Degree - 1960 conferred with honors; LAW REVIEW (Certificate of Meritorious Service, 1958, 1959).

COLLEGE: Dean's Nominee, Undergraduate Student Assistant in Economics; Graduate Assistant in Economics.

(See attached Page 1 continued)

PAGE 1 (CONTINUED) Honors and Awards

HIGH SCHOOL	Various Journalism and Literary Honors: Assoc. Editor and Editorial Writer, Newspaper (Cert. of Meritorious Service 1945); Poetry Editor and Assoc. Editor, Literary Magazine (Cert. of Meritorious Service 1945); International Honorary Society for High School Journalists, Northwestern University's Quill and Scroll Key Award as a National Winner in Editorial Writing Contest, 1944.
CAMP	Award for Outstanding Leadership, Citizenship, Service and Best Camp Spirit - 1942; Award in Nature (Natural History) Studies, Best in Studies - 1941, Appointed Instructor - 1942.

Memberships: List below all memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations for the last five years and any other prior memberships or offices you consider relevant.

Organization	Office held (if any)	Dates
BAR ASSOCIATION OF THE DISTRICT OF COLUMBIA	DIRECTOR	1972-74 ~~1961 Present~~
DISTRICT OF COLUMBIA BAR ASSOCIATION		1971 - Present
PHI ALPHA DELTA LAW FRATERNITY, INT'L.		1958 - Present
GEORGETOWN LAW ALUMNI ASSOCIATION		1965 - Present
GEORGE WASHINGTON LAW ASSOCIATION		1960 - Present
NATIONAL TRUST FOR HISTORIC PRESERVATION		1980 - Present
WILDERNESS SOCIETY		

PRIOR MEMBERSHIPS: (See below)

Employment record: List below all positions held since college, including the title or description of job, name of employer, location of work, and dates of inclusive employment.

Lilla Burt Cummings Attorney & Counsellor at Law		815 Conn. Ave.,N.W. 3115 34th St., N.W.	1960 - 1981
Associate Attorney	Charles P. Clark	World Center Bldg., N.W.	1960 - 1961
~~Lilla Burt Cummings~~		~~1800 M St., N.W.~~	~~1954 - 1977~~
Real Estate Broker/Investor		Suite 880 South	1980
~~Board Member~~		~~District Building~~	~~1973 - 1977~~
Board of Zoning Adjustment Administrative Law Adjudication			
Assistant Producer	WTTG-TV	12th & PA.Ave.,N.W.	1953 - 1954
Editor	National Parking Assn.	711 14th St.,N.W.	1952 - 1953
Economics Research	RAND CORP.	1000 Conn.Ave., N.W.	1950 - 1952
Asst. Editor	American Aviation Publications	1001 Vt.Ave. NW	1950
Economics Assistant	George Washington Univ. Dept. of Economics	21st and G, N.W.	1949 - 1950

PRIOR MEMBERSHIPS (CONTINUED)

NATIONAL WILDLIFE FEDERATION
AMERICAN MUSEUM OF NATURAL HISTORY
CORCORAN GALLERY OF ART
SMITHSONIAN ASSOCIATES
NATIONAL GEOGRAPHIC SOCIETY
COSTEAU SOCIETY
WASHINGTON PERFORMING ARTS SOCIETY
THEATRE GUILD
FRIENDS OF NATIONAL ZOO

Government experience: List any advisory, consultative, honorary or other part-time service or positions with Federal, State, or local governments other than those listed above.

1972, District of Columbia City Council, Mayor's Abortion Advisory Committee

Published writings: List the titles, publishers and dates of books, articles, reports or other published materials you have written.

1972, "The Abortion Controversy," D.C. BAR JOURNAL, Jan-April ed., pp. 17-26

Political affiliations and activities: List all memberships and offices held in or financial contributions and services rendered to all political parties or election committees during the last five years.

Republican National Committee, Sustaining Member, Pertinent Period

Texans for Tower, Misc. Services, Misc. Contributions 1977 - 78

Reagan-Bush, Surrogate Speaker, Appearances 1980

Future employment relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

N/A

2. State whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization.

N/A

3. Has a commitment been made to you for employment after you leave Federal service?

No

4. Do you intend to serve the full term for which you have been appointed or until the next Presidential election, whichever is applicable?

N/A

Potential conflicts of interest:

1. Describe any financial arrangements, deferred compensation agreements or other continuing financial, business or professional dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

NONE

2. List any investments, obligations, liabilities, or other financial relationships which constitute potential conflicts of interest with the position to which you have been nominated.

NONE

3. Describe any business relationship, dealing or financial transaction which you have had during the last five years whether for yourself, on behalf of a client, or acting as an agent, that constitutes a potential conflict of interest with the position to which you have been nominated.

NONE

4. List any lobbying activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any Federal legislation or of affecting the administration and execution of Federal law or policy.

NONE

5. Explain how you will resolve any potential conflict of interest that may be disclosed by your responses to the above items.

N/A

Senator STAFFORD. Thank you very much, Mrs. Tower.

I have reviewed the pages which you turned in as a Presidential nominee.

Let me ask you for the record, do you or your family own or have any holdings in any properties that might place you in a conflict-of-interest position if you are confirmed in this position?

Mrs. TOWER. No, Mr. Chairman.

Senator STAFFORD. Do you hold any position with any organization which, in your opinion, might result in a conflict of interest?

Mrs. TOWER. No, Mr. Chairman, none.

Senator STAFFORD. Would you be willing at the request of any committee of the Senate to appear before that committee as a witness?

Mrs. TOWER. Yes, sir, absolutely.

Senator STAFFORD. Very good. Those are just boilerplate questions that we do have to ask.

Just a year ago this committee renewed the authorization for the Institute of Museum Services for 5 more years. Since that time the administration has sought to terminate the agency.

Could you give us now, or later if you wish in writing, a sense of the administration's views toward the Institute for the future?

Mrs. TOWER. Mr. Chairman, I have no clear definition of the administration's present posture toward the Institute. I am aware of its expression that it should be phased out and discontinued. I believe it is possible that that judgment is under review, under analysis, and when more is known to me and when it is clearer to me, I will, of course, be most happy to submit in writing to the committee or come back and answer any further questions the committee might have.

Senator STAFFORD. Thank you.

The appropriations bill for fiscal year 1982 would move the Institute from its present home in the Department of Education to the National Foundation on the Arts and the Humanities. Do you support such a move, and how would the Institute effect this transition?

Mrs. TOWER. Sir, the administration has no express position that I am aware of on this transfer.

Senator STAFFORD. Would you repeat that, please, Mrs. Tower?

Mrs. TOWER. Mr. Chairman, I said that as far as I am aware the administration has not expressed itself on this transfer.

Senator STAFFORD. I see.

Mrs. TOWER. I am aware that Congress has expressed itself and that it is the will of Congress that it be placed under the Foundation which would provide an umbrella for the juxtaposition of the Institute and the National Endowment for the Arts and the National Endowment for the Humanities. In my view it would be clearly comfortable there.

Senator STAFFORD. Thank you.

During the hearings we held when considering the reauthorization of the Institute and the two Endowments, the committee reviewed those programs that support museums at NEA and NEH for possible overlap with IMS programs. We were confident at the time that the three agencies had very separate areas of primary

support and frequently serve different constituencies. The move to the foundation may again raise the question of duplication.

How do you foresee developing a greater cooperation between IMS and the arts and humanities endowments while avoiding overlap?

Mrs. Tower, if you wish, we would be glad to have you answer these in writing, or now, whichever you prefer.

Mrs. TOWER. Mr. Chairman, inasmuch as the move authorized by Congress has not been carried out and is not definitive, I would rather answer that at some future time. I think this is still subject to discussion and resolution. It would be inappropriate to answer it now.

Senator STAFFORD. General operating support is acknowledged by the museum community to be the kind of funding it most critically needs. Since there is little glamour to heating a building or lighting exhibits, such funding is most difficult to raise. Corporations, for instance, tend to be attracted to projects with high visibility.

Do you have any ideas on the role the Institute could play in increasing the awareness of the private sector, particularly corporations and individuals, of the need to support the basic operating costs of museums?

Mrs. TOWER. This, of course, is a great problem. I am aware of this problem. I would certainly place the highest priority, if I were confirmed, on increasing private support.

The White House Task Force on the Arts and Frank Hodsoll and I would like very much to direct our energies along inquiring into possibly new techniques for fund-raising which begin to emerge as a necessity in this very new and shifting era.

Frank and I have had discussions concerning the possibility of the IMS and the other two agencies becoming perhaps data banks or sources of information, clearinghouses for these techniques. First, I think we would possibly want to evaluate the impact that the new tax laws may have, when this impact becomes more known, more clear.

In all of this I would seek the counsel of experts and refer any ideas that I may have to my board for its direction and counsel.

Certainly operating support is the main thrust of the IMS and it is a crucial necessity, I think, that operating support at some level and at some mix be provided.

Senator STAFFORD. This committee has always been concerned that schools and museums develop closer ties. Museums have enormous potential for enriching the educational experience of our children, but with every school district in the Nation faced with budget problems there is a great risk that museum-related activities will be viewed as frills and be cut back.

What can the Institute do to convince the public and the education community that museums are not frills but as essential as libraries to a child's education?

Once again, if you prefer, we would accept your answer in writing, Mrs. Tower.

Mrs. TOWER. Well, I have thought about that considerably. I have a number of ideas which I would like to submit to the Board on that.

Senator STAFFORD. All right.

Mrs. TOWER. In my view, as I have emphasized in my statement, I know of no more important function for museums than their educational function. Clearly, the directors of museums in the United States feel that that is their most important function as well. I believe that museums, and I believe this strongly, must increase their reach, increase it to various segments of society, some of which never have been into museums, have never been ignited by them, have never had the opportunity to be exposed to that which may indeed inspire them in the future.

I would think that a great deal of work should be undertaken in this area, and I hope it will be.

Again, any ideas that I may have would concern local communities primarily, and I would like to expose them first to the critical judgment of the Board before discussing them.

Senator STAFFORD. Thank you very much, Mrs. Tower. We appreciate your answers.

Senator Pell?

Senator PELL. Thank you, Mr. Chairman. I have just been making some notes as we have been going along here.

First, I want to congratulate Mrs. Tower on her statement, which I thought was a very good one, and bears out my belief that she is going to be a very enthusiastic Director.

At this point I realize that she cannot give us definitive answers as to what would be its fate, because on the one hand the administration has said that it should be eliminated, and on the other hand there is a budget appropriated by the Congress. This is in flux. However, I am confident that with your enthusiasm combined with what I call "turfitis"—that is, your turf becomes more important to you—that the combination of these factors will make for a very dynamic directorship on your part.

I would like to pay credit also to your husband because about 10 years ago when the National Endowment for the Arts was stumbling and fumbling, probably because of my managing of it on the floor, your husband was one of those who rescued it from going down to abject defeat at that time. Therefore, your name rings a very pleasant bell with this committee.

Touching on your point about museums and education, I had an amendment some years ago that was called "arts and education." Unfortunately, this program has been put into an education block grant, so it will be up to the States to administer it, but there is still a separate program of arts for the handicapped that has been kept separate. That might tie in a little bit with your museum work.

Another question I want to ask you is in connection with the National Museum Act, which is under the Smithsonian. It has a small budget, but it does a good job in supporting museum training and advising museums around the country.

Have you given any thought to the possibility of combining the Museum Act with the Institute of Museum Services?

Mrs. TOWER. I cannot——

Senator PELL. I know it is a new idea, I hope this could be explored because both functions come out of the legislation that we worked up in this committee, and combining these functions really

might make some sense right now. I just thought if you had a reaction to that, I would be delighted to hear it.

Mrs. TOWER. Well, I am aware of the Smithsonian's work in this area, Senator. I think their focus is on conservation and museum practices. I have not given thought to undertaking anything done by any other agencies at the present time.

Senator PELL. Speaking of conservation, as you know, many museum objects are lost each year through poor conservation techniques. Do you see your Institute working more to advise museums in the field of conservation?

Mrs. TOWER. Of course, conservation is one of the concerns of the Institute and is so specified in the statute. There is clearly a very great need to conserve these precious artifacts that we have in this country. They are being damaged and destroyed—I have read articles on this—more quickly than they are being replaced.

I think there is also a great need for increasing awareness of the importance of conservation without question.

I know that the Institute is very much aware of the necessity of this role in the Institute. I would, of course, want to defer to the Board which makes all policy and takes judgment on the manner in which funds are expended.

Senator PELL. I was very glad to note in your statement that you gave first billing to science museums, aquaria, and others of this type. They are very definitely under your jurisdiction.

Mrs. TOWER. Yes.

Senator PELL. I am glad that you recognize that fact.

There are about how many museums in the country, about 4,000, to my recollection?

Mrs. TOWER. Something between 4,000 and 6,000, I think, Senator Pell.

Senator PELL. You remember that old chestnut we used to use many years ago, and I am sure it is more applicable now than then. More people go to museums each year than see a baseball game, so this has become more and more a part of the public consciousness.

In connection with the funding, you recognize the need to explore some private funding. Do you have any thoughts at this time with regard to the direction you might go, either with more techniques, changes in techniques, or new sources of funds?

Mrs. TOWER. I feel that new sources must be developed as well as increasing the funding to be provided from existing and known sources which already give. As I suggested earlier in my answer, I think this is something that has to be reevaluated now. I do not think that the future patterns of giving are in any way known or knowable at the present time because so much has imposed itself upon the whole thinking and analysis of giving. This is not known to me, and, as yet, I am not in a position to predict how this new giving may come.

Perhaps members of my board are more knowledgeable in this area. I look forward to talking with experts, with successful groups, people with a lot of new ideas who have worked in this.

I, myself, believe that, in the local communities, a great deal could possibly be done. They may not know these techniques. They may need help in this area. I would think that giving to museums

should come not only from corporations and private individuals, but from States and local sources, local governments, as well as this great mix, including the Federal Government.

Again, I think this is something which has to be analyzed and sorted out and worked through. I certainly would think that the input at the community level would be very important because the emphasis of the Institute has been and is on the smaller museums. Of course, I think they are faced with a more extreme position perhaps in the future and will need more assistance.

Senator PELL. I think also one has to figure out some way that an award or recognition can be given to those who give.

Perhaps one technique is to find out how you can give public recognition to those corporations or those people who contribute, whether you give them your own legion of merit medals or whatever it is, but some public recognition.

Some outside advice, perhaps from members of your Board could be of help here.

Your organizational plans are difficult, I know, because of the uncertainties of this past year. Obviously there has been an impact on the staff.

I believe the Institute now has the authority to hire 11 employees, but I think it has only one full-time, permanent, senior-level staff person.

When Mr. Hodsoll, whose background is similar to yours, appeared before the committee recently, I asked him about his organizational plans for the arts endowment and about his criteria for hiring senior staff. I was wondering if you could give us a little bit of your own ideas in this regard. Will you be seeking staff with background in museum experience? Have you given some thought to this?

Mrs. TOWER. Senator, I have, of course, given thought. I have been advised that the staffing level is 12 persons. Of these 12, I have also been advised that 9 of these positions are presently vacant and that some of the positions held, either in a consultant capacity or otherwise, are subject to being vacated in rather close order.

I think in light of my not having been on board yet, it would be very difficult for me to give you definitive answers at this time, as much as I would like to do so. Until I assume the position and come to understand exactly what the funding will be, what the budget will be, what the structure is, and the apportionment of the workload, it would be difficult for me to know whether this should be restructured or whether, indeed, I would have the authority to restructure it, and whether in fact I will have the ability because of budget restraints, to hire staff at all, or the authority. I understand all hiring must be cleared at the present time through the Department of Education.

Senator PELL. Or the money.

Mrs. TOWER. Or the money, the funding, as I mentioned.

I would be most open to any suggestions which interested members of the committee might have.

Senator PELL. I think it would be important that the people whom you take on have the confidence of the museum community, of the AAM. I am sure you would agree in that regard.

Mrs. TOWER. I surely would.

Senator PELL. As you know, the Institute, unlike the endowments, has a policymaking board rather than an advisory council. This really is a difference that is not generally known to the public—that your board is a policymaking board as opposed to the more advisory function that the endowments' councils have.

There are currently three vacancies on your board. By the end of this month there will be six more, leaving the Museum Services Board without a quorum.

In this regard, I think it is very important that you, as the new Director, in association with the chairman, have input into nominating new board members.

I recognize these are White House nominations. I would hope you would do your very best to make sure that no nominations are sent up here until you have had a chance to make an input.

Mrs. TOWER. Senator Pell, as you well know, the Board consists of 20 people, 15 of whom are appointed by the President, 5 ex officio. I understand there will be nine vacancies by the end of this month. I fully expect to be consulted on these vacancies in that list by the White House. I have never had a reluctance to express my own views when I am asked, sometimes when I am not.

Senator PELL. What worries me is that some of these names could come popping up here tomorrow before you have had a chance to review them. This is what I would like to see stalled if possible.

Mrs. TOWER. I would just transmit this to the committee: I believe that any appointees to this Board should be people of the highest quality and the highest knowledge in the museum field. I do believe that they should represent a broad spectrum of museum knowledge. They should be highly respected in the museum field as well.

I will make every effort to insure that the quality of the Board, to the best of my ability, will be representative, so that I could work with them well, we could work together well, and they would be respected in the whole museum field. I think that is in the interest of the Institute as well as the taxpayers' interest, the interest of the Nation, and the interest of all the Nations' museums.

Senator PELL. I will ask the chairman of the Board—have these nominations been made by you and the Board, and then gone to the White House or has the White House made the nominations in the past and informed you about them, or have they just made the nominations and not informed you?

Mr. SEYBOLT. As I understand it, and I am not fully informed, there were some nominations that went forward from the Secretary of Education, in whose domain we now lie.

Senator PELL. I meant in the past.

Mr. SEYBOLT. In the past? What has happened in the past with Mrs. Hufstadtler and Mr. Califano, who were the only two people involved in our history, we put together a list—the Board did with the Director—of nominees providing—as you know, there are about nine kinds of endeavors represented statutorily in kinds of museums, in size of museums, in minorities, in geography——

Senator PELL. This means you have to find some "two-fers" or "three-fers."

Mr. SEYBOLT. That is right. We put together a list usually and send it with two or three names for each of those categories, and then they are sent on to the Secretary, and then he made the nominations to the President or to the President's staff.

This will change when we are independent, of course, if we become so. There we can follow the same procedure except make them more directly, as is the custom with the Endowments.

Senator PELL. Another question is where the Institute goes. The thought of its being a separate agency, which is what I originally did not go for because I did not feel it was large enough or that it was good government to have too many people reporting directly to the President, but I think we have no alternative judging by the way things are now. Therefore, I support the idea of its being a separate agency, like the two Endowments—under the National Foundation on the Arts and Humanities.

Has any further thought been given to the idea of moving into the old Post Office Building with the Endowments? Do you have some space staked out there or is it premature to discuss that?

Mrs. TOWER. As I have stated, the administration has not made known its position to me on this transfer. Beyond that, I have nothing clear in my mind.

Senator PELL. Let's presume that we are successful, that you are successful, and that your Institute continues in existence. Is it your thought that it would be appropriate for it to be in the old Post Office Building near the two National Endowments?

Mrs. TOWER. Of course, the old Post Office Building has a marvelous stature. It is located rather uniquely, I think, probably equidistant between the Congress and the Kennedy Center, on the one hand and the White House with its own position in that spectrum, on the other. It is a magnificent-looking structure from the drawings and pictures I have seen, both in private portfolios and those published in the paper.

I understand that the Endowments may well go there, and if the Institute is in fact moved to be placed alongside the Endowments, I would think that would be a fine place of repose of the Institute as well.

Senator PELL. I think it would be very appropriate indeed. I hope very much that it works out that way.

That concludes my questions. I congratulate the Institute on having you as its Director. I look forward to supporting you and wish you well.

Mrs. TOWER. Thank you very much, Senator Pell.

Senator STAFFORD. Thank you very much, Senator Pell. I echo those sentiments.

Mrs. TOWER. Thank you, Mr. Chairman.

Senator STAFFORD. It would be my intent, if the chairman of the full committee is agreeable and there is no objection, that we ask the staff director to initiate polling Mrs. Tower out of the committee.

With that remark, if there is nothing further to be said here, the committee will stand in recess.

[Whereupon, at 12:51 p.m., the committee recessed, to reconvene at the call of the Chair.]

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